

ENHANCED WORK PLANNING INTRODUCTION FOR MANAGERS

A fundamental premise at the Department of Energy is that the goals of enhanced productivity and employee safety are not contradictory. Both rest on the same foundation — a clear understanding of the work to be done and how it is best accomplished, and a clear understanding of the hazards and uncertainties associated with the work.

On-the-job injuries and illnesses can have serious consequences for employees at the Department of Energy and for the nation's taxpayers. In addition to human cost, such events delay projects, increase compensation costs, reduce productivity, and divert management attention. Accordingly, the Department is committed to reducing the number of injuries and illnesses in the workplace.

Analyses of accidents that have involved fatalities, injuries, and illnesses have consistently shown that inadequate identification of hazards during work planning and failure to provide effective training and control of these hazards form the root cause for most of these accidents and operational events. The Offices of Environment, Safety and Health (EH) and Environmental Management (EM), in conjunction with the Operations and Field Offices, have begun an Enhanced Work Planning Initiative that shows how to make the work planning process safer, more efficient, and more productive. The goals of this initiative are to:

- Promote a lasting, fundamental change in the work planning process so that it focuses on prevention of worker accidents and illnesses.
- Identify, early in the planning process, safety and health hazards and workers who will be at risk.
- Educate and train the worker on potential hazards and exposures.
- Plan appropriate actions and controls to eliminate or mitigate recognized hazards.
- Develop a surveillance model that ensures collection and validation of data on worker exposure to support future health surveillance.
- Improve efficiency in planning, reviewing, approving, and conducting work through a team approach.



DOE recognizes that the facility's line management must "own" improvements that result from this initiative and therefore must be involved in all aspects of enhanced work planning. Enhanced work planning is implemented by a team that consists of line managers, planners, safety and health staff, engineers, training professionals, and workers. The team works together to (1) identify hazards and determine effective controls, (2) specify appropriate hazard monitoring and data collection requirements, (3) factor in worker experience from past work and results from occu-

pational medicine studies, (4) plan work efficiently and eliminate repetitive review cycles that have historically delayed preparation and issuance of work packages, and (5) help identify critical training objectives that relate to potential hazards and exposures.

Limited pilot projects have demonstrated positive benefits not only for improved worker protection, but also in terms of improved efficiency and productivity. Preliminary results to which improved work planning and hazard control have contributed include:

- An almost 40 percent decrease in recordable injuries because of superior hazard identification and control.
- An almost \$2 million cost avoidance as a result of recognition of unnecessary work.
- A \$500,000 savings because of the streamlining of the planning document process.
- A decrease of 33 to 50 percent in maintenance backlogs.
- A reduction of more than 50 percent in one project's planning time, from an estimated 9 months to an actual 4 months.

Demonstration projects are ongoing at several DOE sites including Hanford, Fernald, Mound, Oak Ridge, Savannah River, Pantex, and Rocky Flats. EH and EM plan to initiate additional demonstration projects at other key DOE sites and facilities. For additional information, contact the program manager, Mr. Rick Jones, at (301) 903-6061, or fax your request for additional information to (301) 903-7773. Also contact us through our HomePage at <http://www.eh.doe.gov/wpphm/ewp/ewp2.htm>

